



# The Acquisition Connector

## IMCOM G9 NAF Contracting

VOLUME 13, WINTER EDITION

JANUARY 2015

### SPECIAL POINTS OF INTEREST:

- ✓ Ever wonder what a "VAT" form is?
- ✓ Get a customers point of view!
- ✓ Check out Trade-offs on page 13-14.
- ✓ Major Construction has some **GREAT INFO** in this issue!
- ✓ We saved the Employee Spotlights, and Hails & Farewells as the **Best For Last!**

### INSIDE THIS ISSUE:

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## From the CAO



Winter is here no matter where you are!

*We are hearing more and more about "IMCOM 2025 and Beyond" and how IMCOM is transforming to support and enable Army Force 2025 and Beyond with services to support and enhance the readiness of a smaller, regionally aligned and globally responsive force.*

*NAF Contracting plays a vital role in the transformation efforts. We have two major objectives linked to the IMCOM strategic plan! Together we will lead an effort to leverage Army buying power by maximizing IDIQs for standard buys in order to control costs & reduce procurement lead times. Keep your eyes and ears open for greater opportunities beyond our current portfolio of enterprises buys. In addition, we will re-focus our efforts on better surveillance of long-term contracts by establishing standard surveillance template to assist KOs and CORs to Ascertain "Value" -- "are we getting what we wanted/paid for?" More to come!*

*We have an exciting year ahead as we continue our efforts to align NC functions to support the IMCOM 2025 strategic plan. Our first step was to re-visit and update NC's Vision, Mission, Goals, and SWOT. Below is the outcome of everyone's good work.*

*As always, thank you for all you do in support of FMWR programs. Take some time for yourself and sit back and enjoy the read...*

[http://  
www.imcom.army  
.mil/About/  
Campaign-  
Plan.aspx](http://www.imcom.army.mil/About/Campaign-Plan.aspx)

## Our Mission and Vision Statement

**Mission Statement:** Deliver innovative solutions and customer-centric NAF acquisition services to enable the successful delivery of Family and Morale, Welfare, and Recreation programs to our Soldiers and Families worldwide.

**Vision Statement:** Operates as a Center of Excellence, delivering integrated NAF acquisition services through business oriented solutions.

# STRATEGIC PLANNING

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## SWOT

*Strengths Weaknesses Opportunities Threats*

STRENGTHS (internal, positive factors)	WEAKNESSES (internal, negative factors)
<ol style="list-style-type: none"> <li>1. Centralized Organization</li> <li>2. Strong Teamwork</li> <li>3. Excellent Customer Service</li> <li>4. Talented Workforce</li> <li>5. Multi-cultural Knowledge/Diversity</li> <li>6. Meaningful Mission</li> <li>7. Training Program</li> </ol>	<ol style="list-style-type: none"> <li>1. Vacant Positions</li> <li>2. Aging Workforce – Loss of Institutional Knowledge</li> <li>3. Unbalanced Staffing Levels</li> <li>4. Customer Knowledge of Contracting Processes</li> <li>5. Constraints to Rewarding Employees</li> <li>6. Perception of Insufficient Time for Training</li> <li>7. Inexperienced in the knowledge and/or ability to formulate an acquisition strategy that meets customer's business objectives while remaining within contracting processes</li> </ol>
OPPORTUNITIES (external, positive factors)	THREATS (external, negative factors)
<ol style="list-style-type: none"> <li>1. Leadership Opportunities</li> <li>2. Update to Regulations and Clauses</li> <li>3. Junior Workforce Development</li> <li>4. Customer Training on Contract Processes and Use of External Resources with External Agencies</li> <li>5. Consolidated Buys</li> <li>6. Optimize SNACS Reporting</li> <li>7. Paperless (Go Green)</li> <li>8. Knowledge Management</li> <li>9. Ad Hoc Tele-work for Training</li> </ol>	<ol style="list-style-type: none"> <li>1. Currency Fluctuations</li> <li>2. Personnel Turnover</li> <li>3. Reductions in Funding</li> <li>4. Second Destination Transportation Funding Reduction</li> <li>5. Federal Regulations and Laws</li> <li>6. COR Oversight</li> <li>7. Human Resource Support Inconsistent Across Enterprise</li> </ol>

# What is NAF Capital Purchase and Minor Construction (CPMC)

Submitted By: John S. Wallace, Senior Contracting Officer

## References

*Army Regulation 215-1 Morale, Welfare, and Recreation Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities, 24 September 2010.*

*Army Regulation AR 420-1, Facilities Engineering, Army Facilities Management 24 August 2012, Chapter 4, Army Military Construction and Nonappropriated-Funded Construction Program Development and Execution.*

## Definitions Associated with CPMC

Capital Purchases and Minor Construction (CPMC) is one component of the Nonappropriated Fund (NAF) Capital Investment Program. CPMC project development is performed at the Garrison level and approval and funding occurs at the IMCOM Region level, for any single item, group purchase, or real property construction project costing less than \$750,000 and capitalized per applicable regulatory requirements. CPMC is not intended as a substitute for authorized APF funding through Operations and Maintenance, Army (OMA) appropriations for facility sustainment (maintenance and repair), restoration, and modernization (SRM). For CPMC Projects funded with either OMA or NAF, the minor construction project must include all work necessary to produce a complete and usable facility or a complete and usable improvement to an existing facility (excluding design and FF&E).

**Capital Purchases:** Items costing \$2,500 or more with a life expectancy of 2 years or longer

**Minor Construction:** Any NAF construction project costing less than or equal to \$750,000. Any project budgeted at less than \$750,000 that exceeds that amount because of foreign currency exchange fluctuations, in accordance with the annual budget guidance and instructions memorandum from FMWRC, is not considered as major construction regardless of the final amount. (AR 215-1, Para 15-5).

**Sustainment, restoration, and modernization:** Sustainment, restoration, and modernization (SRM) are budgetary terms used to describe work performed on real property. Sustainment may contain maintenance and repair. Restoration may contain repair or construction. Modernization is mostly construction, but can contain repair if replacing components that normally last more than 50 years.

**Sustainment** means the maintenance and repair activities necessary to keep an inventory of facilities in good working order. It includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. It also includes major repairs or replacement of facility components (usually accomplished by contract) that are expected to occur periodically throughout the life-cycle of facilities. This work includes regular roof replacement, refinishing of wall surfaces, repairing and replacement of heating and cooling systems, replacing tile and carpeting, and similar types of work. It does not include environmental compliance costs, facility leases, or other tasks associated with facilities' operations (such as custodial services, grounds services, waste disposal, and the provision of central utilities).

**Restoration** means the restoration of real property to such a condition that it may be used for its designated purpose. Restoration includes repair or replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes.

**Modernization** means the alteration or replacement of facilities solely to implement new or higher standards, to accommodate new functions, or to replace building components that typically last more than 50 years (such as, the framework or foundation).

# What is NAF Capital Purchase and Minor Construction (CPMC), con't.

## Minor Construction Project Phases

- ◆ **The Idea or Directive Phase (Project conception)**
- ◆ **The Planning Phase**
- ◆ **The Budgeting, Approval, and Funding Approval Phase**
- ◆ **The Design Phase**
- ◆ **The Construction Phase**
- ◆ **The Commissioning Phase**
- ◆ **The Warranty Phase**
  
- ◆ **The Idea or Directive Phase**
  - ◆ Identify Project Proponent(s): end user, facility manager, program manager
  - ◆ Identify types of construction to be accomplished:
    - ⇒ Maintenance and Repair
    - ⇒ New Work
    - ⇒ Installed Building Equipment
    - ⇒ Personal Property (fixed and movable)
  
- ◆ **The Planning Phase:**
  - ◆ Development of DA Form 4283 or DD Form 1391 through coordination with the Installation Directorate of Public Work (DPW) to include obtaining required documentation and clearances from the Environmental Division, Engineering Services Division and Master Planning Branch
  - ◆ DA Form 4283 or DD Form 1391 coordination with the Installation Directorate of Information Services (aka NEC) to include obtaining required documentation and clearances concerning existing information technology infrastructure and project information technology requirements
  - ◆ DA Form 4283 or DD Form 1391 coordination with the installation Directorate of Emergency Services concerning Fire Safety and Force Protection requirements, Construction Contractor installation access
  
  - ◆ **Environmental Requirements:** (DPW – Environmental Division)
    - ⇒ National Environmental Policy Act (NEPA) documentation
    - ⇒ Record of Environmental Consideration (REC)
    - ⇒ Environmental Assessment (Project site disturbance over 5 acres)
    - ⇒ Historic Architectural and Archeological Clearances
    - ⇒ Hazardous Materials Clearance (existing lead base paint, asbestos containing material and ground contamination)
    - ⇒ Natural Resource Clearance (potential endangered species habitat), as applicable
    - ⇒ Identification of any environmental remediation and mitigation requirements concerning the project
    - ⇒ Storm Water Pollution Prevention Plan, Erosion Control Plan, Air and Water Quality and Wetland considerations and permits
  - ◆ **Master Planning Actions:**
    - ⇒ Site Approval (DD Form 1391 Projects require Garrison Commander and IMCOM Region Director written site approval documentation)
    - ⇒ Identification of existing utility infrastructure on and near the project site
    - ⇒ Adherence to Installation Design Guide (IDG)
    - ⇒ Identification and approval of Construction Contractor's Project Staging Area (trailer, material yard and equipment parking, utility connections/metering)
  - ◆ **Engineering Services Division:**
    - ⇒ Construction Project Design Review/Approval
    - ⇒ On site construction oversight (Construction Phase)
    - ⇒ Participation in Project's Facility Commissioning to include acceptance of DD Form 1354 "Transfer and acceptance of Military
    - ⇒ Real Property", project as-built drawings, warranties and operating manuals (Commissioning Phase)
    - ⇒ Real Property Inventory update to include square footage changes and category code update (Warranty Phase)

# What is NAF Capital Purchase and Minor Construction (CPMC), con't.

## ♦ The Budgeting, Approval and Funding Approval Phase

- ♦ Accomplish Acquisition Plan/Business Analysis and identify funding sources; NAFMC Projects require a Return on Investment (ROI) analysis
- ♦ All NAF CPMC Project must be submitted as part of the annual FY budget planning process and require CG, HQ IMCOM approval for the overall annual NAF budget
- ♦ All NAF CPMC projects must be approved
- ♦ Obtain approval to move to Project Planning Phase

## ♦ The Design Phase

- ♦ Design "kick-off" meeting; clear identification of project's lead individuals and contact information from FMWR, DPW (Master Planning, Engineering Services and Environmental), DOIM, DES (Fire, Force Protection and Security)
- ♦ Determine Architect-Engineering (AE) Design Firm submittal requirements:
  - ⇒ - 15%, 35%, 65%, 95% and final design to include Current Working (project cost) Estimate (CWE) and the timeline/ location for future meetings
  - ⇒ Identify in writing all required infrastructure requirements (utilities, road network) and environmental actions required to start and complete the project and include supporting projects and contracts, funding sources, and Points of Contact for these actions
  - ⇒ Insure all required DPW, Environmental, DOIM, and DES requirements are incorporated into final design and clearances/permits obtained prior to starting Request For Proposal (RFP) solicitations
- ♦ Do not issue project award until all required DPW, Environmental, DOIM and DES clearances/permits are obtained
- ♦ Identify who will perform duties as Contracting Officer's Technical Representative (COTR) and the limits of this individual's authority
- ♦ Identify Supervision, Inspection and Overhead (SIOH) requirements for the project, to include, who will provide the individual(s) for on or off-site, full and/or partial time SIOH during project construction (NOTE: this is not the construction company)
- ♦ Establish in writing a timeline for project construction reviews with the Construction Contractor's Project Superintendant to include who will respond to Requests for Information (RFI) and Change Orders within established time limits
- ♦ Insure that penalties and delays for poor or non-performance by the contractor are clearly spelled out in the contract document to include procedures for termination and delivering and acknowledging "cure notices"

## ♦ The Commissioning Phase

- ♦ Prior to facility Beneficial Occupancy Date (BOD) coordinate with installation Directorates (FMWR, DPW, DOIM, and DES) and designing A-E Firm to conduct a pre-final and final inspection of the facility to identify "punch list" items to be corrected by the Construction Contractor
- ♦ Identify with the Construction Contractor date(s) to conduct facility equipment training and technical manual transfer
- ♦ Identify meeting date with the Construction Contractor to turn over equipment and facility warranty documents and warranty points of contact; to include future dates for equipment and facility inspections prior to warranty expirations

## ♦ The Warranty Phase

- ♦ Insure that facility Points of Contact understand warranties associated with the construction project and who to contact on the installation when they have a warranty concern with the facility
- ♦ Insure that warranty documents are provided to the appropriate installation Directorate POCs; in most cases this will be the division within the Directorate of Public Works that handles routine Service Order calls and Work Order Requests

NOTE: At many installations Directorate of Public Works preventive maintenance and minor facility repairs are done by contractors. It is especially important to insure that the DFMWR Facility Manager, Contracted PM/Repair Supervisor and DPW PM/Repair Contract Administrator are informed about warranty details and time lengths.

*"Mr. Wallace wishes to thank and acknowledge Mr. Art Stafford, Chief, G-9 IMWR-FDE for his knowledge, guidance, insight and experience in providing additional references and clear guidance on planning, developing, and approval procedures related NAF CPMC projects. He is a valuable resource for NAF requiring activities in planning, preparing proper documentation and obtaining required approvals for NAF CPMC projects."*



# From Policy, Programs and Compliance

## *Antiterrorism Awareness in Contracting*

Submitted By: Aubrey Lewis, Chief, Policy, Programs and Compliance

Terrorists can attack anywhere, and anytime the threat is real. Terrorist activity has the potential to impact all Army contracts (such as services, supplies, construction). NAF Contracting Organizations, requiring activities, and contractors all play a vital role in our protection against terrorist acts.

Antiterrorism considerations should be taken into account when conducting both pre-award and post-award tasks. By embedding anti-terrorism awareness throughout the contracting process, the Army as a community is better protected from terrorists. Get to know your local Antiterrorism officer and work closely with him/her in implementing the appropriate level of AT measures in your contracts. Each contract has unique AT considerations. There is not one model that fits all contracts.

AT risk assessments are key to determining the level of AT implementation associated with the respective contract. Procedures for vetting contractors are a vital step to increased security. The integration of antiterrorism measures into contract planning and execution addresses potential risks to contractors and the capabilities contractors bring to the force. Antiterrorism and contracting integration measures ensure Army personnel and assets are protected from terrorist threats

**"...all play a vital role in our protection against terrorist acts."**

The Desk Reference titled "Integrating Antiterrorism and Operations Security Into the Contract Support Process" (Desk Reference ) and the Contract Requirements Package Antiterrorism/Operations Security Review Cover Sheet provide the means to integrate effective AT and OPSEC measures into the requirements package.

The purpose of the cover sheet is to document the review by the servicing AT/OPSEC Officer of the requirements

package performance work statement (PWS). The requiring activity is responsible for ensuring that the AT/OPSEC Cover Sheet is completed, approved, and signed by AT/OPSEC Officers. The AT/OPSEC Officer will determine if the requirements package or contract AT/OPSEC language and clauses are sufficient. The officers will document sufficiency or required changes to the documentation on the Contract Requirements Package Antiterrorism / Operations Security Review Cover Sheet.

The Contracting Officer shall not accept a requirements package unless it includes a completed cover sheet signed by the AT/OPSEC Officer.

This requirement applies to all supplies, services and construction, with an anticipated contracted value exceeding the simplified acquisition threshold. Government Commercial Purchase Card purchases are exception.

If you have any questions\concerns related to this subject please contact Mr. Aubrey Lewis Chief, Policy Programs and Compliance @ 210-466-1468, or your servicing AT/OPSEC Officer.

## *NAF Government Purchase Card (GPC) Updates:*

FY14 was another great year for NAF GPC as seen below. The spend and rebate numbers decreased from previous fiscal year due largely to budget cuts; however, this trend was seen across all DOD agencies.

- Total Spend = \$174.5M
- Total Rebate = \$2.2M
- Average Number of Cardholder Accounts = 2,700
- Average Number of Managing Accounts = 1,015



## *Purchase Card Online System (PCOLS) Updates:*

It's been eighteen months since NAF migrated to PCOLS. PCOLS is an electronic process designed to provide additional oversight to the GPC program at all levels. It's comprised of five web-enabled automated tools: Enterprise Monitoring and Management of Accounts; Authorization, Issuance and Maintenance; Data Mining; Risk Assessment; and PCOLS reporting. One tool in particular, Risk Assessment which uses internal controls and measures, coupled with results from the DM Application, assesses and reports on the overall "health" of the organization's purchase card program. This is very important due to high visibility with the Office of the Assistant Secretary of the Army Acquisition, Logistics and Technology (ASA ALT DASA-P) and the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD (AT&L). In FY14 total NAF GPC Transactions = 357K, flagged transactions = 17,434, and transactions reviewed by BOs = 17,343.

We understand for most people the GPC program is an additional duty, but maintaining organizational GPC capability is critical. We are aware that most if not all customers have experienced some challenges with the PCOLS. Know that our A/OPCs have and will continue to work through the issues with you. Even though it has only been 18 months since deployment PCOLS is proving to be a good tool for the management and oversight of the NAF GPC program.

# Office of Procurement for Supplies & Services (OPSS)

## FAR REACHING SUPPORT

Submitted By: Dianne Benedict, Contract Specialist

As reported in the weekly G9 SIGACT on January 8, 2015, G9 Community Recreation was recently given two unique tasks. The 1<sup>st</sup> task was to purchase recreation kits and various cardio fitness equipment for Garrison's worldwide that are taking care of our Troops when they return from supporting the Ebola efforts in Africa. They must be isolated for a minimum of six weeks and this equipment will allow them to remain physically fit during their time in isolation.

The 2<sup>nd</sup> task was to provide various cardio and strength equipment for deployed CENTCOM Forward, Operation Enduring Freedom Troops in Jordan. NAF Contracting was able to save thousands of dollars by either using our existing IDIQ contracts, or negotiating lower pricing from the open market Contractors. *We remain ready to assist in future support to all that reach out to us!*

## WAGE RATES FOR ARMY GARRISONS - CONUS

CENTRAL REGION	COUNTY	WAGE RATE #	ATLANTIC	COUNTY	WAGE RATE #
1 Fort Bliss, TX	El Paso	WD 05-2512 (Rev.-17)	30 Aberdeen Proving Ground, MD	Harford	WD 05-2248 (Rev.-14)
2 Fort Carson, CO	El Paso/Pueblo	WD 05-2084 (Rev.-17)	31 Adelphi Laboratory Center, MD (ALC)	Prince George/ Montgomery	WD 05-2104 (Rev.-15)
3 Detroit Arsenal, MI	Macomb	WD 05-2274 (Rev.-15)	32 Fort AP Hill, VA (MDW)	Caroline	WD 05-2546 (Rev.-17)
4 Dugway Proving Ground, UT	Tooele/Juab	WD 05-2532 (Rev.-14)	33 Fort Belvoir, VA	Fairfax	WD 05-2104 (Rev.-15)
5 Fort Hamilton, NY	Kings	WD 05-2376 (Rev.-13)	34 Fort Benning, GA	Chattahoochee	WD 05-2138 (Rev.-15)
6 Fort Hood, TX	Correll/ Bell	WD 05-2524 (Rev.-14)	35 Fort Bragg, NC	Cumberland	WD 05-2394 (Rev.-14)
7 Fort Huachuca, AZ	Cochise	WD 05-2026 (Rev.-16)	36 Fort Campbell, KY	Montgomery (TN)/Christian (KY)	WD 05-2188 (Rev.-14)
8 Fort Irwin, CA (National Training Ctr)	San Bernardino	WD 05-2054 (Rev.-15)	37 Carlisle Barracks, PA	Cumberland	WD 05-2448 (Rev.-16)
9 Fort Leavenworth, KS	Leavenworth	WD 05-2308 (Rev.-15)	38 Fort Detrick, MD	Frederick	WD 05-2104 (Rev.-15)
10 Fort Leonard Wood, MO	Pulaski	WD 05-2312 (Rev.-15)	39 Fort Drum, NY	Jefferson	WD 05-2378 (Rev.-13)
11 Fort Meade, MD	Ann Arundel	WD 05-2248 (Rev.-14)	40 Fort Gordon, GA	Richmond	WD 05-2136 (Rev.-17)
12 Fort Polk, LA	Vernon/Parish	WD 05-2230 (Rev.-14)	41 Fort Jackson, SC	Richland	WD 05-2476 (Rev.-16)
13 Presidio of Monterey, CA	Monterey	WD 05-2050 (Rev.-17)	42 Fort Knox, KY	Hardin	WD 05-2224 (Rev.-17)
14 Fort Riley, KS	Geary/Riley	WD 05-2214 (Rev.-16)	43 Fort Lee, VA	Prince George	WD 05-2104 (Rev.-15)
15 Rock Island Arsenal, IL	Rock Island	WD 05-2176 (Rev.-16)	44 USAG Miami, FL	Dade	WD 05-2120 (Rev.-14)
16 Fort Sill, OK	Comanche	WD 05-2526 (Rev.-14)	45 Natick Soldier Systems Center, MA	Middlesex	WD 05-2256 (Rev.-16)
17 West Point, NY	Orange	WD 05-2380 (Rev.-13)	46 Picatinny Arsenal, NJ	Morris	WD 05-2354 (Rev.-13)
18 White Sands Missile Range, NM	Dona Ana (+4 others)	WD 05-2512 (Rev.-17)	47 Redstone Arsenal, AL	Limestone/Madison	WD 05-2008 (Rev.-18)
19 Yuma Proving Ground, AZ	La Paz	WD 05-2028 (Rev.-16)	48 Fort Rucker, AL	Dale	WD 05-2006 (Rev.-13)
20 Joint Base Lewis-McCord, VA	Pierce	WD 05-2568 (Rev.-18)	49 Fort Stewart, GA	Liberty	WD 05-2142 (Rev.-14)
21 Yakima Training Center, WA	Yakima	WD 05-2570 (Rev.-15)	0049-A Hunter AAF, GA	Chatham	WD 05-2142 (Rev.-14)
22 Joint Base San Antonio, TX	Bexar	WD 05-2521 (Rev.-15)	50 Joint Base Myer, VA	Lee	WD 05-2500 (Rev.-13)
23 Fort McCoy, WI (Army Reserve)	Monroe	WD 05-2578 (Rev.-17)	0050-A Henderson Hall, VA	Arlington	WD 05-2104 (Rev.-15)
24 Fort Hunter Liggett, CA (Army Reserve)	Monterey	WD 05-2050 (Rev.-17)	0050-B Fort McNair, Washington D.C.	District of Columbia	WD 05-2104 (Rev.-15)
25 Camp Parks, CA (Indirect)	Alameda	WD 05-2052 (Rev.-14)	51 Fort Dix, NJ	Burlington	WD 05-2450 (Rev.-14)
26 McAlester AAF, OK	Pittsburg	WD 05-2434 (Rev.-13)	52 Fort Devens, MA	Middlesex/Worcester	WD 05-2256 (Rev.-16)
27 Pine Bluff Arsenal, AR	Jefferson	WD 05-2036 (Rev.-14)	53 Fort Buchanan, Puerto Rico	City of San Juan	WD 05-2462 (Rev.-15)
28 Red River Army Depot, TX	Bowie	WD 05-2236 (Rev.-18)	54 Anniston Army Depot, AL	Calhoun	WD 05-2002 (Rev.-12)
29 Sierra Army Depot, CA	Lassen	WD 05-2334 (Rev.-15)	55 Letterkenny Army Depot, PA	Franklin	WD 05-2250 (Rev.-14)
PACIFIC	COUNTY	WAGE RATE #	56 Tobghanna Army Depot, PA	Monroe	WD 05-2454 (Rev.-14)
59 Fort Greely, AK	Southeast Fairbanks Census	WD 05-2018 (Rev.-18)	57 Watervliet Arsenal, NY	Albany	WD 05-2368 (Rev.-14)
60 Fort Richardson, AK	Anchorage Municipality Co	WD 05-2018 (Rev.-18)	58 Cold Regions Research and Engineering Laboratory (CRREL), NH	Grafton	WD 05-2340 (Rev.-15)
61 Fort Wainwright, AK	Fairbanks North Star	WD 05-2018 (Rev.-18)			
62 USAG Hawaii (Schofield Bks)	Honolulu	WD 05-2154 (Rev.-14)			
63 USAG Pohakuloa (Indirect) Hawaii	Hawaii County	WD 05-2154 (Rev.-14)			

As of 11 November 2014 this is the Department of Labor (DOL) Wage Grade Determination list with all the Army Garrisons including the county and SCA Wage Rate numbers. This listing is shared for your ease of use and lookup on the DOL website to 'pull' the sheet for your contract.

# SNACS ‘Morsels’ (Tips Section)

## Special Procedures

There are special procedures for Purchase Requests relating to Bulk Funding, CPMC, Enterprise Buys, IT, & Ratifications.

- Bulk Funding: When creating a PR for “Bulk Funding”, it is OK to amend a previous year’s PR and increase the funding level only if the prior year un-obligated funding is still available. IF the un-obligated funding is not carried forward, then a new PR needs to be created.

- CPMC: Use the correct Account Structure to enter the CPMC FY and Number.
- Information Technology (IT): When requesting any IT related equipment, software, or services, please “Check” the IT field and route the PR using the correct template (your IT Approval route list).
- Enterprise Buys: All line items require a Product Code but Enterprise items have a special Product Code ending in “EB”. Please ensure you use the correct code and if you

have obtained an Enterprise Buy waiver, use the Product Code without the “EB” ending.

- Ratifications: Attach all supporting documents and route. The “Contracting Office” will modify the route to include the correct Approvers prior to their Approval and Releasing the item.



## SNACS Training

SNACS Requestor Training is offered on the last Monday of each month. The training is web based using Defense Connect Online (DCO). There are four identical 2 hour sessions starting at 0200, 0700, 1300, and 1800 Central Time. Details for each session will be posted on the SNACS Terms and Conditions screen which is available whenever you access the system. To reserve a spot, please email [Bruce.J.Jones@us.army.mil](mailto:Bruce.J.Jones@us.army.mil) with your name and the desired session.



## Amendments and Modifications

When creating an Amendment or Modification, always “**Generate**” the “**Change Text**”.

Change Text is a listing of changes to Header or existing Line Item data between the previous and the current version. New (added) line items are displayed normally and are not part of the “Change Text”.

The “Generate” hyperlink can be found at:

- Requisition / PR:
  - “Additional Info”
  - “Amendment Information”
  - “Generate”
- Solicitation & Award:
  - “Main”
  - “Change Text”
  - “Generate”

*Training. Templates Amendments and Routing...all these important things and more are covered here!*

## Routing PR’s and Awards for Approval

When routing a document in SNACS always use the SNACS Routing “**Templates**” (never use “**New**” or “**Previous Route**”).

The reasons are:

“**New**” requires you to know the approvers and apply all the route rules.

“**Previous Route**” does not work if any of the approvers had set a proxy, changed route roles.

“**Template**” is determined by your chain-of-command as the minimum of individuals needing to APPROVE your Purchase Request (PR).

If you notice a Template with incorrect approvers, please notify your RAA who will work with your installation’s chain of command to correct the entry.

*There is a method to the madness!*

**NO EXCUSES**  
only  
**REASONS**



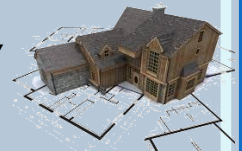
# Major Projects Branch

## *“To Be or Not To Be a Commercial Item”*

Submitted By: Len Ambrosio, Senior Contract Specialist

Do you second guess yourself when asked whether construction can be classified as a commercial item? You are not alone. Many in the federal government believe that construction is commercial; however this is not true. Federal Acquisition Regulation (FAR) 2.101 defines Commercial item to mean –

*Any item, **other than real property**, that is of a type customarily used by the general public or by non-governmental entities for purposes other than governmental purposes,...*



Even though in the “commercial market” we buy construction as a commercial practice, the term “real property” excluded from the FAR definition above is further refined in construction terms with the recognition that it “includes but is not limited to” a wholesale list of anything that looks like a facility.” Consequently, the federal government meant to prevail these unique aspects of federal facilities to set them apart from commercial procedures. Furthermore, the FAR also defines “Building or work” to further classify the difference between construction and manufacturing where Building or Work means - *Construction activity as distinguished from manufacturing of materials, or servicing and maintenance of work.....*

Can Architect & Engineering Services be classified as a commercial item? Here again, we need to look at the definition of Architect-Engineering Services where it states in paragraph 2 of FAR Part 2.101, *“Professional services of an architectural or engineering nature performed by contract that are associated with research, planning, development, design, construction, alternation, or **repair of real property**; and....”*

The inclusion of the term “real property” within the definition of A-E services links it back to the definition of commercial item exclusion and is therefore not classified as a commercial item.

So the next time you are asked whether Construction or A-E services is a commercial item, you will not have to second guess yourself. But don’t get this confused with the Buy-American Act for Construction Materials...that’s for another topic.

# Major Projects Branch, con't.

## NEW MAG 29 Marine Mart

Submitted By: Brenda Elliott, Contract Specialist

The existing Marine Mart, Subway & Barber Shop was constructed in 1974 and consists of inadequate space to grow, no space for food prep or food clean areas, no storage space, no hand washing stations, poor plumbing and multiple life safety code violations for this growing Marine Base.

### MAG 29 Marine Mart Renovation, MCAS New River, NC



A contract was awarded by IMCOM NAF Contracting, Major Projects Branch to Centennial Contractors Enterprises Inc. (CCE). The award was made under a Design-Build IDIQ contract. The project is currently being designed. This new facility will be approximately 6,031 SF

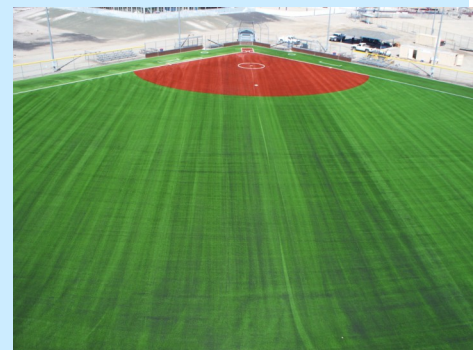
and provide MCAS New River with an up to date Marine Mart, Barber Shop, Subway and 100 parking spaces for their customers. The total project cost for this project is \$3.2M. This price includes design, construction, contingency, FF&E, and SIOH.

## Design/Build Synthetic Turf Softball Field at NAS Fallon, NV

Submitted By: Bob Desilets, Senior Contract Specialist

Major Projects Branch just completed a Design/Build project for a new Synthetic Turf Softball Field at NAS Fallon, NV at a cost of \$1,394,813.00.

The project included all design and construction necessary to provide a synthetic turf softball field. The project is intended for recreational use and physical training. The dimensions of the field are as follows: bases are 70 feet apart; pitching mound shall be 50 feet from home; and the outfield fence shall be 300 minimum or as the site allows feet from home. The backstop shall be 25 feet from home plate. The side fence shall be 25 feet from the foul line. The synthetic turf softball field was striped for softball per the Amateur Softball Association of America (ASA) to include the foul lines, batters boxes, coach's boxes, and on deck circles. It provides breakaway bases (double first base) attached to rubber grommets anchored in the ground that release on impact. The new synthetic turf softball field utilizes an "infill" system consisting of synthetic turf fibers and an infill of sand and crumb rubber. The project includes all relocation, temporary construction, and restoration necessary to produce complete and useable facility. This is where the Navy's "TOP GUN" school is to train their fighter pilots. The project was just completed in October 2014.



Rendering for the Synthetic Turf Softball Field

# 'Good Stuff' from Region Support Staff

## VALUE ADDED TAX FORMS

Submitted By: Nadine Drews, Contract Specialist

International Agreements between the U.S. and Germany permit U.S. Forces to procure tax-free goods and services for eligible members.

Germany imposes a Value-Added Tax (VAT) of either 19% or a reduced rate of 7% on most items/services purchased. This tax is similar to a sales tax in the U.S. but it is generally already added into the price. That means the sticker price already includes either the 19% or 7% VAT. The full rate of 19% is charged on most items/service. The reduced rate of 7% is charged on basic food staple items (milk, flour, eggs, etc), some magazines, books, hotel stays, etc.

Department of Defense personnel stationed in or TDY to Europe may be eligible to use the U.S. Forces Tax-Relief Program to avoid paying this tax for their personal purchases. In other words, they may be able to have the sticker price reduced by extracting the 19% or 7% VAT when making qualifying purchases through a U.S. Forces VAT Office using preprinted VAT Forms provided to them by their respective VAT Office. The VAT forms are sold by both Army and Air Force MWR to

customers to use on their personal purchases.

The Europe Region NAF Contracting Office is partnering with the Air Force NAF Contracting Office to award an Indefinite Delivery/Indefinite Quantity (IDIQ) contract to provide printing and delivery of the Value Added Tax Forms. The contract will allow ordering officers to procure VAT Forms as needed in support of the Installation Management Command Europe (IMCOM-E) Tax Relief Program at various Army Garrisons and other Department of Defense (DoD) organizations and agencies throughout Germany.

The objectives of this contract are to (1) obtain consistent, efficient, dependable, and quality products while at the same time achieving savings through volume purchases and reduced administrative costs and (2) establish a long term contract with a responsible Contractor who can print and delivery the forms to individual ordering officers located across Germany as needed, and (3) ensure forms remain in compliance with German Finance Ministry and United States Army Installation Management Command (IMCOM) Europe Region and United States Air Force Europe (USAFE) Services Fund requirements.

## TRAINING OUR CUSTOMERS

How many of your customers have asked you for help and training? If they have not asked, how many could benefit from some basic procurement training? How many of you have time to fit in regular training sessions with your customers? In the current environment, we are being asked to do more with less, so how will we find the time to provide additional training to our customers? This includes making sure our customers understand what their role and responsibilities are the procurement process and what may be new in NAF contracting. Well, in case you did not know, there is a NAF specific tool available to our customers and you can help to market the program to them. There is a virtual IMCOM Academy class that is given four times a year entitled Procurement for the NAF Program Manager. The course is fun and offers two-way interaction and engagement through exercises and breakout sessions. Some of the comments from past participants include:

*"This was, by far, the most enjoyable and beneficial VIRTUAL class I've taken. Please keep up the great work - I will be recommending this course with enthusiasm."*

*"Procurement was a bit of a mystery to me before this class. Thanks for helping me to understand it. Now I know what I need to do to get what my facility needs"*

*"For those that have done procurement before, this is a good refresher and validation class to confirm proper procedures"*

*"The course was great. I learned a lot that I will use in my job".*

In this four (4) week VIRTUAL course, learners will examine the various methods for acquiring goods and services needed to operate a non appropriated fund (NAF) program in the most efficient, cost effective manner, and in accordance with established laws and regulations. Topics include Acquisition Planning, Statements of Work, Sole Source Justification, Requisition, SNACS Overview, Contract Monitoring and Receiving Report Preparation.

The remaining course dates for this fiscal year are:

Thursday	1300 - 1500 CST	29-Jan-15	19-Feb-15
Thursday	1000 - 1200 CST	30-Apr-15	21-May-15
Wednesday	1800 - 2000 CST	22-Jul-15	12-Aug-15

Enrollment can be found at [www.imcomacademy.com](http://www.imcomacademy.com)

# 'Good Stuff' from Region Support Staff, con't.

## A NEW APPROACH FROM THE CUTOMER'S PERSPECTIVE

Submitted By: Robert Hutchison, Contract Specialist

IMCOM Europe Region had a requirement to create a Family and MWR Central Web System that would give customers the same webpage layout for MWR program offerings for each Garrison in Europe. This was a huge task and would require significant manpower. Since IMCOM Europe Region Automation Department was unable to hire a web services employee after one left, they received approval from human resources to contract for non-personal services for providing development, maintenance and bug fixes as needed versus a direct hire and the acquisition process was initiated. The Europe Region central-web pilot system was to be centrally managed at the IMCOM Europe level, with content input from all the Garrisons in the region's footprint. In the beginning, the customer was using their GPC card to procure services repetitively on a monthly basis. When the NAF Contracting Office discovered the situation and approached them regarding this requirement, we helped them strategize a better procurement solution that would meet regulatory requirements. Since a firm quantity of hours needed for the services could not be defined, the IDIQ contract vehicle appeared to be the best solution.

The NAF contracting team was able to develop the IDIQ solicitation package and compete the requirement among four sources that were pre-qualified by the IMCOM Europe automation staff. The procurement process resulted in two IDIQ contract awards. Mr. Jesse Barlow, the Project Manager, was appointed as an Ordering Officer, to place delivery orders as needed against the contracts. When a new requirement is established, a description of the task is sent to both contractors, and they respond with the number of hours needed to carry out the requested work. The contractor who proposes the least amount of hours to complete the task is awarded the order to carry out the work. The Ordering Officer was trained on the process and he also creates orders in SNACS which include all of the supporting documentation. The Contract Specialist and the Ordering Officer work closely together on each delivery order from initiation to closeout.

Our customer, Jesse Barlow, provided us with the following feedback regarding this new procurement process.

*When our third core team member transitioned back to the States, we found ourselves without a full-time web developer to complete the Europe pilot phase of our Family and MWR Central Web System. This presented a particularly complex situation since we were not permitted to hire a new employee in-house. Robert Hutchison and Lori Gray from NAF contracting provided a solution by creating a contract in which two development teams would bid monthly to complete our growing list of bug fixes and enhancements. Robert acted as primary POC, and along with Mr. Jim Bryant guided me through the process of using PRISM to generate delivery orders. Although it took about four times to get the hang of the system, ultimately Robert was able to step back and I could use a template to recreate delivery orders each month. He provided a documentation SOP so I knew how to keep track of paperwork and where everything needed to be uploaded. Although the contracting language used in the paperwork was outside of my experience, eventually I was able to fully step into my role as a Field Ordering Officer (FOO), seamlessly generating delivery orders each month, liaising with contractors, uploading documentation, and routing and releasing documents. Ultimately, we ended up with a flexible, fluid system that enabled us to successfully maintain phase one of our enterprise system and successfully launch a ground-up revamp, mobile-optimized phase II of [europe.armymwr.com](http://europe.armymwr.com).*

*Although the paperwork trail required successfully implementing the contract initially, then maintaining each delivery order over time can be time-consuming, I have found that establishing scope, deliverables and payments with contractors and employees outside the government sector presents many of the same issues. What is valuable about the NAF contracting route is not only that the contractors and scope gets vetted through all the right channels and is "locked-in" before the work begins, but that there is a team like NAF Contracting to provide assistance throughout the process. We are now moving on to a worldwide enterprise rollout of our Central Web System, which will undoubtedly be smoother given the time and experience working with Robert and team; I am confident I will be better equipped to manage the contract and contractors. Not only has the experience enabled us to acquire the talent needed to execute this project, but has enhanced my repertoire as a project manager and U.S. Government employee.*

**Jesse L. Barlow**  
Central Web System Project Manager



## 'Good Stuff' from Region Support Staff, con't.

### ***Jack Daniel's Bourbon Pub Project - Fort Sill, Oklahoma***

Submitted By: Alexis Thomas, Contract Specialist and Stephanie R. Johns, Supervisory Contract Specialist

One of the important duties of contracting professionals is to determine the appropriate contract vehicle for requirements. AR 215-4 provides NAF Contracting Specialists and Contracting Officers the flexibility to introduce non-traditional, creative approaches to achieving contract award. In June 2014, Central Region Contract Specialist Alexis Thomas in collaboration with Marcus Reedom was instrumental in executing an award for the establishment of the Jack Daniel's Whiskey Pub located in the Patriot Club at Fort Sill, OK through use of a Bartering Agreement.

This project proved to be one of the most challenging yet rewarding projects due in large part to the unprecedented road to award. Requirement requested the establishment of a license agreement with a nationally recognized whiskey/bourbon brand that would be utilized to revamp the former Lanyard Bar. Prior to receipt of this requirement, Central Region had successfully established license agreements with Boston Beer Company for the use of its Sam Adams trade name and trade dress at Fort Bliss and Fort Irwin. The Fort Sill initiative had a different spin than that of the previous license agreements established by Central Region in that the Contractor would be required to offset part of renovation cost by providing a monetary contribution to the NAFI. This was an innovative approach that could represent a cost savings for the NAFI as well as establish a new precedent for future similar requirements.

After the initial excitement had settled in, we were confronted with our first two challenges; consideration and evaluation of factors to include in the solicitation. Consideration would be satisfied by exposure the brand would receive in exchange for the NAFI's right to the use of the brand and trade dress in addition to the monetary contribution. The brand name would attract additional foot traffic to this facility which would not only benefit bar sales but also increase food sales which would remain under the sole control of the NAFI. Technical factors included in the solicitation were limited to; license agreement, design specifications, and marketing campaign.

An acquisition plan was developed for this requirement and properly vetted by the stakeholders with final approval from IMCOM SJA. Acquisition plan addressed the issue of a franchise agreement versus a non-franchise agreement. Research was conducted to understand the pros and cons each presented and after some consideration a determination

was made to seek a non-franchise agreement in order to streamline negotiations by not having to contend with third parties and avoid associated franchise fees. After careful preparation, the solicitation was issued to three (3) major brand names that had previously expressed interest in the project. The solicitation included submittal requirements for potential Offerors enter into a ten-year agreement (a two-year base with four two-year option periods) with the NAFI.

*"This was an innovative approach that could represent a cost savings for the NAFI as well as establish a new precedent for future similar requirements."*



***BEFORE***



## 'Good Stuff' from Region Support Staff, con't.

*"Continued from the previous page."*

After the solicitation closed, only one proposal was received from Brown-Forman Corporation, one of the largest American-owned spirits and wine companies, and producer of the Jack Daniel's brand. During the technical review process, TEB members addressed such issues as royalty fees, option years, and concept renderings. As a result of TEB scoring, negotiations were initiated with Brown-Forman executives to address factors such as lack of interest in a two-year base period and the basis of the royalty fee that would be administered to the NAFI.

Face to face negotiations with Brown-Forman's team were held at the IMCOM Campus in San Antonio. After further research and continued communications with Brown-Forman, we were successful in negotiating an outcome most beneficial to the NAFI: restructure the base and option periods as a four-year base period with three two-year option periods for a total of ten years.

Brown-Forman explained for legal reasons they are unable to provide branding rights to the NAFI without requiring at a nominal payment. In light of this, the parties agreed to a \$3,000.00 payment by the NAFI to Brown-Forman for use of the Jack Daniel's branding rights. In turn, Brown-Forman would donate \$3,000.00 to the NAFI. After legal approval was received of the source selection decision, the NAFI essentially established an agreement with Brown-Forman Corporation to provide licensing rights to Jack Daniel's allowing use of their brand name and trade dress, contributing marketing and advertising services and goods during the base period of the agreement in exchange for the opportunity to market their brand. It is important to highlight agreement does not restrict the sale of liquor at this pub or facility to Jack Daniel's products and allows the NAFI to continue featuring a variety of wines and spirits throughout the Patriot Club and other authorized MWR facilities. To date, Brown-Forman Corporation has surpassed the minimum contribution required by the terms of the agreement with only two years into the four year base period.

Additionally, Alexis Thomas played an integral part in the negotiations, procuring all the furniture, fixtures and equipment (FF&E) to fully refurbish the new pub and administering the post-award agreement. The NAFI approved funding of \$75,000 to procure all FF&E. Alexis played a vital role in securing all necessary items in advance of grand opening deadlines and achieving a savings of \$29,607.45 for the NAFI. Renovation of the pub was contracted by the Corps of Engineer (CoE). Once the license agreement was established, approved design renderings were incorporated by the CoE's contractor. As with Sam Adam's, all deviations from design specifications must be approved by the licensor. A few compromises were reached by the parties during the course of the renovation phase ensuring a successful and timely completion of the project. Renovation costs are estimated at \$300,000 for this project.

The establishment of this agreement has been a one-of-a-kind venture for NAF Contracting and not only has it had a substantial impact on the breakthrough of the types of contracts that are written, but it has been a lucrative venture for Fort Sill, OK. The pub has been showcased in the Army Times and has received national and international recognition from Garrisons around the world. With budget constraints and concerns of the future, this action has laid the groundwork for NAF Contracting professionals to utilize unique, innovative contracting approaches to leverage Army resources and achieve cost savings.

**AFTER**



# Law and Order

Submitted By: Joe Zocchi, Contract Attorney

Office of the IMCOM Staff Judge Advocate, Family and MWR Branch

*Your resource  
for new,  
misunderstood,  
complicated,  
and just plain  
interesting  
contracting  
topics—from a  
lawyer's  
perspective!*

Recently I have been asked to review NAF procurements that contained terms which on the surface seem like good ideas, but upon reflection, are problematic. For example, in a procurement for a concession, a solicitation might state:

*“The COR will inspect the concession monthly and file a written report with the contracting officer. If the contractor fails two inspections, the contract will be terminated for default.”*

On the surface this clause appears to set out a plan to closely monitor the concession and to strictly deal with a bad contractor. The clause also, however, raises a number of potential issues that can be exploited by the contractor in litigation to frustrate the NAFI. For example: (1) Is the NAFI precluded from inspecting more than once a month? If the NAFI fails to conduct the monthly inspection and something goes wrong, is the NAFI to blame? If the inspector does not report to the contracting officer in writing, is the inspection invalid? What does it mean to “fail” an inspection? What are the standards? If the contractor badly fails the first inspection, must the contracting officer wait for a second failed monthly inspection to terminate the contract for default?

One might conclude that the clause under consideration actually has limited the ability of the contracting officer to take necessary action to administer the contract. While conducting monthly COR inspections and filing written reports is a good idea, this information is better included in the COR appointment letter and not as a contract term. Likewise, a contracting officer has authority to terminate a contractor without notice in an appropriate case. A



IMCOM G9 NAF  
CONTRACTING

contracting officer should not have to wait for a second inspection (or any inspection) if it is found that the contractor, for example, is dealing drugs or selling contaminated meat. On the other hand, the NAFI may wish to retain a contractor who has failed two inspections, if for example, there are no alternative vendors or where the deficiencies are minor and easily corrected.

# Review & Analysis

## FY 14 NAF Contracting Employee Climate Assessment

The NAF Contracting Division administered the 2014 NAF Contracting Employee Climate Assessment between 29 October and 7 November 2014. The purpose of this assessment was to gauge employee work satisfaction and with the results the division can act upon continuous improvement.

The Employee Climate Assessment was online, voluntary and anonymous and consisted of eleven categories of questions: Q1: Leadership and Management, Q2: Personal Work Experiences, Q3: Work/Life Balance, Q4: Teamwork, Quality, and Customer Focus, Q5: Professional Training and Development, Q6: Are You Interested in Advancing to a Leadership Position?, Q7: Leadership Development, Q8: Employee Benefits and Compensation, Q9: Performance, Q10: Career Plans and Q11: Overall Satisfaction.

The Assessment was emailed to 141 NAF Contracting employees. 54 employees responded to the Assessment, a response rate of 38.30%. National average internal response rates falls between 30% - 40%.

The analysis of the results include:

- ✓ Ten most favorable/ten most unfavorable items in rank-order.
- ✓ Critical Components Analysis telling us at a glance which assessment areas are high priorities to focus on for improving items.

The following two tables provide ten most favorable/ten most unfavorable items:

Ten Most Favorable Items	% Favorable	# of Responses Received Total Finished Surveys: 54
2a. I have a good understanding of the mission and the goals of this organization.	96.30%	52
2b. I understand how my work directly contributes to the overall success of the organization.	94.44%	51
2c. My work is important in accomplishing the mission of the organization.	92.59%	51
2k. I know what is expected of me on the job.	90.74%	49
2e. I like the kind of work I do.	87.04%	47
5g. I know what training I need to advance my career in contracting.	85.19%	46
4e. The quality of our products and services are very important to this organization.	81.48%	44
2d. My work gives me a feeling of personal accomplishment.	81.04%	44
8a. I have a good understanding of the employee benefit plan.	79.63%	43
8b. The employee benefit plan meets my needs.	77.78%	42
4f. This organization understands its customer needs.	75.93%	41



# Review & Analysis, con't.

Ten Most Unfavorable Items	% Unfavorable Items	# of Responses Received Total Finished Surveys: 54
8c. I am paid fairly compared to others in the industry.	51.85%	28
8f. I am paid fairly for the work I perform.	51.85%	28
9g. Pay raises in my division depend on how well employees perform their jobs.	48.45%	26
9h. Promotions in my work unit are based on merit.	46.30%	25
5c. I am satisfied with the career progression opportunities available to me.	42.59%	32
5j. I have received formal or informal guidance from a mentor for planning my career path.	40.74%	30
8e. High performing employees are recognized and rewarded.	40.74%	22
11b. Considering everything, how satisfied or dissatisfied are you with your pay?	40.74%	22
11f. Considering everything, how satisfied or dissatisfied are you with your opportunity to get a better job in your organization.	38.89%	22
7d. There is availability of opportunities to expand the range of your skills.	37.04%	20
7e. You receive help to plan your career path.	37.04%	20

## Overall Assessment Results by Category

Category	Overall Satisfaction	Overall Neutral	Overall Dissatisfaction	Results Summary
Q1: Leadership and Management	61.34%	21.06%	17.59%	Strength
Q2: Personal Work Experiences	74.07%	11.48%	14.44%	Strength
Q3: Work/Life Balance	50.00%	15.28%	34.72%	Mixed
Q4: Teamwork, Quality, and Customer Focus	60.58%	22.22%	17.20%	Strength
Q5: Professional Training and Development	51.35%	23.40%	25.25%	Mixed
Q6: Leadership Development	32.22%	34.44%	33.33%	Opportunity for Improvement
Q8: Employee Benefits and Compensations	51.48%	18.15%	30.37%	Mixed
Q9: Performance	52.78%	21.76%	25.46%	Mixed
Q11: Overall Satisfaction	45.45%	25.08%	29.29%	Opportunity for Improvement

Category	Yes	Not Sure	No
Q6: Are you interested in advancing to a leadership position?	59.26%	22.22%	18.52%

Category	Likely	Neutral	Unlikely
Q10: Career Paths Note: some items phrased such that "Unlikely" is a FAVORABLE response.	40.51%	23.38%	29.29%

# Review & Analysis, con't.

## Interpreting the Results:

**Strengths:** At least 50% favorable response AND less than 20% unfavorable response. These are issues working well for the majority of respondents and should be maintained and reinforced.

**Opportunities for Improvement:** 30% or higher unfavorable response OR at least 20% unfavorable and less than 45% favorable response. These are the issues where action is indicated, either because the negative perceptions are large (over one-third of the group) or are large enough to overbalance a relatively small positive group.

**Undecided:** If the neutral category is 35% or more, the issue is undecided, which may be the result of respondents' unfamiliarity with the issue, concerns about confidentiality, inconsistency, or perceptions of the issues as "average". In certain cases, undecided items may also be Opportunities for Improvement.

**Mixed:** Mixed items are items for which additional examination/clarification is needed to determine the best actions to take. A classic Mixed item is one that doesn't fall neatly into either the Strength or Opportunities for Improvement category.

**Divided:** If the favorable and unfavorable percents are almost equal, or there is almost no neutral the issue is divided, which indicates that specific constituencies feel differently. In many cases "undivided" items are also Opportunities for Improvement.

### **Critical Components Analysis**

Importance	High	Priority Areas	Areas to Reinforce
		Q5: Professional Training and Development (51.35%)	Q1: Leadership and Management (61.34%)
		Q6: Leadership Development (32.22%)	Q4: Teamwork, Quality, and Customer Focus (60.58%)
		Q11: Overall Satisfaction (45.45%)	
		Areas to Monitor	Areas to Maintain
		Q3: Work/Life Balance (50.00%)	Q2: Personal Work Experiences (74.07%)
		Q8: Employee Benefits and Compensation (51.48%)	
	Low	Q9: Performance (52.78%)	
Low		Current Performance	High

Current Performance

### **Areas to Reinforce**

#### **LEADERSHIP AND MANAGEMENT**

1a: Manager/supervisors/team leaders work well with employees of different backgrounds. (68.52%)

1f: The staff has the job-relevant knowledge and skills necessary to accomplish organizational goals. (68.52%)

#### **TEAMWORK, QUALITY, AND CUSTOMER FOCUS**

4e: The quality of our products and services are very important to this organization. (81.48%)

4f: This organization understands its customers' needs. (75.93%)

### **Priority Areas**

#### **PROFESSIONAL TRAINING AND DEVELOPMENT**

5c: I am satisfied with the career progression opportunities available to me. (27.78%)

5j: I have received formal or informal guidance from a mentor for planning my career path. (33.33%)

#### **LEADERSHIP DEVELOPMENT**

7a: The organization places priority on your leader development. (25.93%)

7e: You receive help to plan your career path. (33.33%)

7d: There is availability of opportunities to expand the range of your skills. (31.58%)

#### **OVERALL SATISFACTION**

11f: Considering everything, how satisfied or dissatisfied are you with your opportunity to get a better job in your organization? (29.63%)

11b: Considering everything, how satisfied or dissatisfied are you with your pay? (31.48%)

# ACQUISITION CONNECTOR PUZZLE

Y	F	U	W	E	J	R	M	J	V	J	X	D	L	M
V	R	U	U	E	F	R	A	I	R	N	L	I	A	D
A	K	N	V	N	I	H	R	Q	H	Y	W	N	I	W
V	U	K	Q	K	P	V	K	N	T	D	U	J	T	X
Z	J	C	L	I	Q	U	E	E	E	Z	L	L	R	M
Z	Q	L	K	Z	W	N	T	R	X	C	L	U	A	A
W	H	C	V	L	W	A	R	J	L	H	A	L	P	Z
K	Q	B	K	S	E	A	E	F	Y	A	L	O	M	H
G	U	Z	Q	W	B	L	S	Z	W	O	G	L	I	X
Q	W	Q	H	E	A	K	E	K	W	S	J	E	P	K
C	F	B	D	F	F	Q	A	C	Q	T	T	P	L	W
A	N	X	B	G	P	O	R	R	Y	C	M	Z	A	X
I	S	N	O	I	T	A	C	I	F	I	R	A	L	C
B	H	B	F	O	H	N	H	O	L	H	E	F	E	M
V	V	T	O	X	O	W	P	A	X	B	P	A	Z	V

## For CLP Credit:

Submit answers and AR 215-4 (July 2008) regulation citations (example 2-8 f(2) (a)).

Your submission must achieve a minimum grade of 80% and be submitted by 15 March 2015 to receive one (1) CLP credit.



Submit your answers to:

[IMCOM.G9.NC.TRAINING@US.ARMY.MIL](mailto:IMCOM.G9.NC.TRAINING@US.ARMY.MIL)

- \_\_\_\_\_ is the collection of information about capabilities within the market to satisfy the requiring activities need. AR 215-4 \_\_\_\_\_.
- The use of \_\_\_\_\_'s does not exempt a NAFI from the responsibility for keeping obligations and expenditures within available funds. AR 215-4 \_\_\_\_\_.
- Final approval for all ratifications below the Simplified Acquisition Threshold is made by the NAF Contracting \_\_\_\_\_. AR 215-4 \_\_\_\_\_.
- The contracting officer shall evaluate quotations or offers in an \_\_\_\_\_ manner. AR 215-4 \_\_\_\_\_.
- A \_\_\_\_\_ contractor cannot conduct business with the NAFI as an agent or representative of another contractor. AR 215-4 \_\_\_\_\_.
- \_\_\_\_\_ are limited exchanges between the contracting officer and the offerors that occur before award. AR 215-4 \_\_\_\_\_.
- The contracting officer should consider the complexity of the requirement, the difficulty of the source selection decision, and the innovation of the procurement strategy when deciding whether to send an action for \_\_\_\_\_. AR 215-4 \_\_\_\_\_.

# Employee Spotlights



One of NAF Contracting's long term employees, **Mr. John Joubert**, retired after 30 years of Government service on 4 November 2014. His work history includes military service from Sept 1974 - Jan 1983 stationed at Fort Leonard Wood, Fort Carson, and Darmstadt, Germany. From Apr 1983 - Nov 1987 he worked as a NAF employee for the Darmstadt Area Club Management Warehouse. From Nov 1987 - Sep 1996 he worked for Darmstadt and Hanau Services Division as a NAF Purchasing Agent and was eventually promoted to a Sr. Contract Specialist. Due to downsizing and installation closures, he left NAF for a short term from Jan 1997 - Sep 1998 to work for Darmstadt AAFES as a supervisor. However, we were fortunate to get him back in NAF Contracting in the Europe Region in Oct 1998. Mr. Joubert's work in Army NAF Contracting has left his imprint on the quality of life for Soldiers and Families for years to come and contributed directly to the accomplishment of the Army's Morale, Welfare, and Recreation mission. We will miss him here in the Europe Region.

Before **Mr. Bob Desilets** came to love working for Army Green, he started his contracting career wearing Air Force Blue, but lately, Bob has developed a liking for Navy Blue. The U.S. Navy MWR Construction Program was having difficulty in executing 12 Major Construction Projects in FY14 with a value of \$40M-\$50M and requested assistance from IMCOM Army NAF Contracting. In addition to Bob's Army and Marine Corps projects, he was assigned as the Contracting Officer for these Navy projects and was single handedly able to provide much needed contracting support.

Bob has become such a presence with the Navy Construction Program that when they call IMCOM Army NAF Contracting for assistance, they ask for him to be the Contracting Officer, **because of the great service that Bob provides.**



## AFRCs Recognizes NAF Contract Professionals

### Chris Kovic

#### Contract Specialist

- Voted as Employee of the Quarter, for the 1st Quarter 2014.
- Voted as 2014 Employee of the Year.
- Chris is always willing to step in and offer assistance whenever there is a need.

### Mike Kimmel

#### Contract Specialist

- Voted as Employee of the Quarter, for the 3rd Quarter 2014.
- Mike is a great mentor to new Contract Specialists.

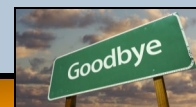


# Hails & Farewells



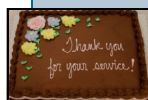
## Hails

Kacee Copus	HQ, OPSS
Cynthia Alvarado	HQ, Admin
Carol Potter	Atlantic Office
Debra Ward	Atlantic Office
Branden Ward	Atlantic Office
Travis Anders	Atlantic Office
William Smithson	Atlantic Office
Annie Flores	Central Office
Mary Skamarak	Shades of Green
Yvonne Bysong	Hale Koa Hotel



## Farewells

Nancy Todd	Alaska Office
Anita Elum-Mason	Atlantic Office
Danielle Kiplinger	Atlantic Office
Je'mere Mooney	Atlantic Office
Tiffany Harris	Central Office
Sabrina Shepherd	Central Office
Patrick Cooke	HQ / Central Office
Edgar Plata	HQ, Review & Analysis
Marie Beverly	Shades of Green



## Retirements

Ron Westfall	Atlantic Office
John Joubert	Europe Office

## Office Moves

Veronica Sharp	OPSS to Compliance
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## PROMOTIONS!

Cheryl Retotal	To Contract Specialist NF-4 at Hawaii
Raegan Komperud	To Lead Contract Specialist at HKH
Calvin Blue	To Supervisory Contract Specialist at Central



## Special e-Mail Addresses

imcom.g9.nc.askpolicy@us.army.mil  
 imcom.g9.nc.gpc@us.army.mil  
 imcom.g9.nc.payroll@us.army.mil  
 imcom.g9.nc.personnelactions@us.army.mil  
 imcom.g9.nc.ppv@us.army.mil  
 imcom.g9.nc.ratifications@us.army.mil  
 imcom.g9.nc.snacs-laa@us.army.mil  
 imcom.g9.nc.tdy@us.army.mil  
 imcom.g9.nc.training@us.army.mil  
 imcom.g9.nc.unsolicitedproposals@us.army.mil  
 imcom.g9.nc.warrants@us.army.mil

NAF Contracting won a "three peat". Yep, three years in a row in winning the IMCOM G9 Holiday decorating contest. Congratulations! The trophy stays with us.....at least for one more year.

There was also an honorable mention this year which went to Facilities for the most eco/environmental friendly design (*this may become a separate category next year*).

*Thanks to everyone who participated!*

